

Town of Casco

Village District Zoning Rewrite

RESPONSE PREPARED BY

CommunityScale LLC

Kate Burch, AICP, Senior Planner and Project Manager
(201) 421-5428 | kate@communityscale.com



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CommunityScale LLC

Primary contact

Kate Burch, AICP

Senior Planner and Project Manager

kate@communityscale.com

(201) 421-5428

About CommunityScale

CommunityScale LLC is an urban planning consultancy that specializes in supporting communities nationwide to enhance equity, economic mobility, and housing attainability. Our services include development opportunity assessments, regulatory and zoning reviews, and housing needs assessments. We help our clients make informed, data-driven decisions on policy and investment strategies.

Company structure

Partnership Limited Liability Company incorporated in Massachusetts and registered in Massachusetts, Arkansas, New York, Maine, and Colorado.

SAM.gov WTC6ZA5VKUA6

EIN 93-3690688

D-U-N-S # 11-591-9965

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01 | COVER LETTER

Anthony Ward, Town Manager
Town of Casco
635 Meadow Road
Casco, ME 04015

Dear Tony,

CommunityScale is pleased to submit our proposal for the Town of Casco's zoning rewrite project for Casco's Village District. We are a planning and zoning consultancy with extensive experience helping rural and small-town communities update zoning ordinances in response to local housing and economic development needs. We propose a 7-month project that includes:

Data-driven needs assessment to inform zoning: We will review housing and economic trends, and conduct geographic and field assessments to understand existing conditions, market demands, and Casco community needs.

Meaningful community engagement: We will facilitate stakeholder engagement and a community meeting in Casco Village to gather local input on priorities, and work collaboratively with your designated work group throughout the drafting process.

Practical zoning solutions: We will draft clear use regulations, dimensional standards that respect traditional development patterns, and design provisions that protect village character without being overly prescriptive.

The project will be led by Kate Burch, who has worked on planning and zoning projects throughout Maine, including in the Lakes Region and Raymond. We are committed to delivering zoning solutions that honor village heritage, support appropriate economic development, and enable diverse housing options. We would welcome the opportunity to partner with Casco on this important project and look forward to discussing how we can best support your community's vision for Casco's villages.


Sincerely,

CommunityScale



NELS NELSON

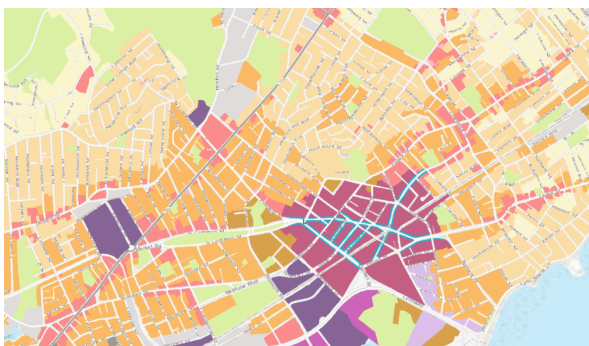
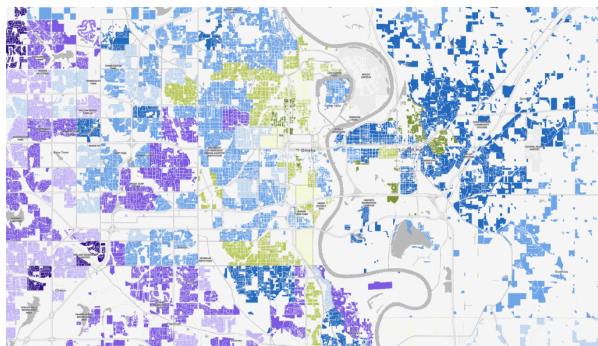
Principal in Charge
(978) 494-2162
nels@communityscale.com



KATE BURCH

Senior Planner, Project Manager
(201) 421-5428
kate@communityscale.com

02 | FIRM QUALIFICATIONS



CommunityScale is an urban planning consultancy providing a range of services and analytics products designed to help our clients make more informed and targeted decisions around housing policy and investment, from needs assessments to zoning to market studies. Our clients include municipalities, counties, regional planning agencies, and developers located across the country. The common denominator across our portfolio of past and present work is an emphasis on understanding housing markets, promoting broader housing attainability, and deploying cutting-edge tools to extend our clients' capabilities and community impacts.

We distinguish ourselves from the competition in the following ways:

**Intentionally built as the anti-big firm.**

Our principals worked at Stantec for 10 years before founding the company. As illustrated by the points below, we built CommunityScale to correct for the shortcomings and drawbacks inherent in hiring a large firm.



Flexibility with the scope. All projects take unexpected turns after the contract is signed. We maintain a collaborative relationship with our clients such that we can invent and adapt as we go. We are prepared to modify our scope as new ideas emerge from the process without missing a



Easy to work with. Our clients find us engaged, collaborative, and responsive partners. Our approach to project management keeps the ball rolling without significant effort on your part. We make sure project outcomes meet your expectations and you're ready to run with the final result when we're done.



We don't "run out of budget." We know most public sector projects involve budgets fixed by elected bodies and change orders are not welcome. We invoice on a percent complete basis, not hours spent, so we are not "done" until the work is complete to the client's satisfaction. If a task takes longer than planned, that is our risk to bear, not yours.



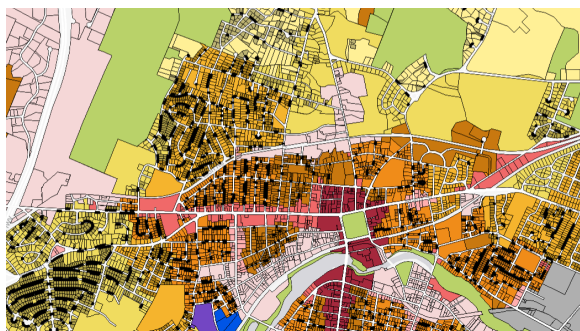
Direct and decisive. Our project manager is also one of the company's founders and owners. He is fully empowered to make decisions and allocate resources as needed to keep the project on track.



Superior technical capabilities. Our approaches to data analysis and mapping utilize more comprehensive and timely data and operate at a more granular level of detail than other firms.

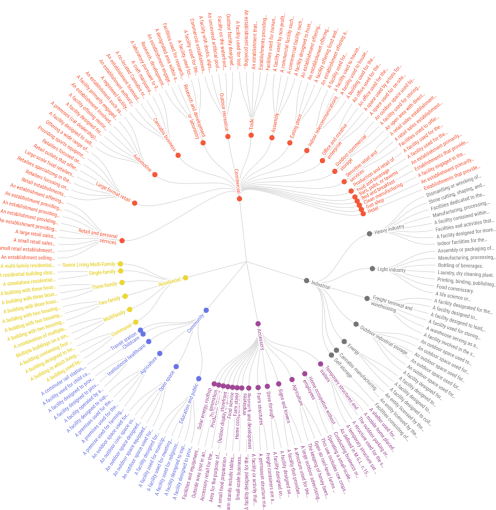
Zoning Approach

CommunityScale's team members have experience crafting, much of which coincides with our housing needs assessment product, including authoring zoning code that enables mixed-use, walkable environments and missing middle housing.



Data-driven zoning audit

Detailed review of existing zoning compared to the community's goals, looking for issues that can be corrected in a complete rezoning or in a new district. The audit can look at both legal issues as well as issues with the dimensional and use tables contributing to widescale nonconformity. The audit is communicated with an interactive map, showing issues like variances and non-conformity.



Comprehensive zoning rewrite

CommunityScale focuses on compliance with enabling legislation, legibility, and achieving community goals through the rezoning process. Where appropriate, we nest use definitions into functional groups organized by neighborhood impacts and pair them with clear, measurable performance criteria (noise, traffic, hours, and intensity). The result is a shorter, more navigable, and enforceable code that stays flexible for novel uses while preserving community distinctions where outcomes differ. We also stress-test proposed standards with parcel-level scenario modeling and quick proforma checks to ensure the code is buildable, equitable, and aligned with local policy and state enabling regulations.



Matching development feasibility to zoning

Integrates data-driven market intelligence with project-level proformas to determine what the market will support and how policy can unlock feasible housing. Using Census/ACS, HUD, BLS, Zillow, CoStar, and local datasets, we assess demographics, inventory/pipeline, occupancy, rents/prices, absorption, land and construction costs, and interest rates. We test scenarios across product types and affordability levels, applying residual land value and sensitivity analyses to reveal feasibility thresholds, funding gaps, calibrated zoning, and site/corridor prioritization.

Community Engagement

We work with communities to create plans that highlight common ground and build on local knowledge. We engage in an open dialogue with people to ensure plans reflect each area's unique history, needs, and hopes for the future.

Our projects:

- **Build a narrative that reflects lived experiences.** This process is a partnership between ourselves and the community. Our expertise educates and informs the public, while the community's insights provide crucial guidance to the plan's direction. Our commitment to transparency and inclusion helps solidify a common understanding as plans move forward.
- **Connect to community needs.** Our methods seek broad input from community members, including those who may not interact with planning processes. We take advantage of digital and asynchronous outreach methods to keep residents informed on the planning process and help them make meaningful contributions to the final output, including outside the context of a conventional public meeting.
- **Grow from the local context.** We tap the place-specific expertise of local officials, planners, and professionals to understand how local context should inform the plans. Focused stakeholder discussions add essential nuance to our data-backed analysis, ensuring our plans take key details into consideration.

Methods

Outreach: We reach people where they are

We employ innovative ways to get community members' attention, educate them on the process, and learn from their perspectives. In particular, we make full use of digital channels to provide asynchronous options so people can participate on their own schedules. We have found that these outreach methods reach far more people than traditional public engagement methods.

- **Open-source dashboard.** An easy-to-access website introduces project objectives and priorities and shares data-rich observations about the housing landscape. We maintain the platform with key information and updates so we can keep the process consistent and clear.
- **Social media cards.** We translate the project's most important info into eye-catching charts or graphics, each with a punchy headline to capture attention. These are shareable on the social media channels of your choice to build awareness and attract participation in the project.
- **Press releases:** We support media coverage to promote higher participation levels in ongoing engagement forums. In an age of stretched-thin resources for traditional news, outlets often welcome helpful information and clear resources for coverage, as it makes for easier newsgathering.

Dialogue: We facilitate an informed community conversation

We combine multiple in-person and virtual meeting formats with digital survey tools to create informed dialogue with local stakeholders. Through this process, we share findings from our data-driven analysis and gather insights that will inform final recommendations and project results.

- **Surveys with significance:** Surveys ask targeted questions alongside digestible project information where respondents can provide insight on their own experiences. This quantifiable information and contextual comments are ideal for gaining quick and valuable insights from community members who otherwise might not participate.
- **Stakeholder focus groups:** Small group meetings ground truth our analytical findings, place our work in the right context, and provide insights about challenges and opportunities as we work toward plan recommendations. We seek stakeholder perspectives such as local real estate economics, community service resources, and economic development strategy.
- **Community workshops:** Public meetings bring community members up to speed with key findings from our analysis, then gather feedback on the goals, priorities, and strategies that will result from the study. Meetings begin with a concise but data-rich presentation and conclude with an interactive session where participants can ask questions, review the analysis in more detail, and share their ideas with activities such as mapping exercises, survey boards, and Q&A cards.
- **Public meetings:** We attend board meetings to present projects and facilitate open discussion with officials and audiences.

Engagement outcomes

CommunityScale's approach creates evidence-based, data-backed plans that are enriched by community insights. Our emphasis on transparency and education helps build shared understanding and common priorities as we proceed, facilitating buy-in from stakeholders and the community. This partnership streamlines plan implementation and approval, leading to a more efficient process and better results.

Client testimonial

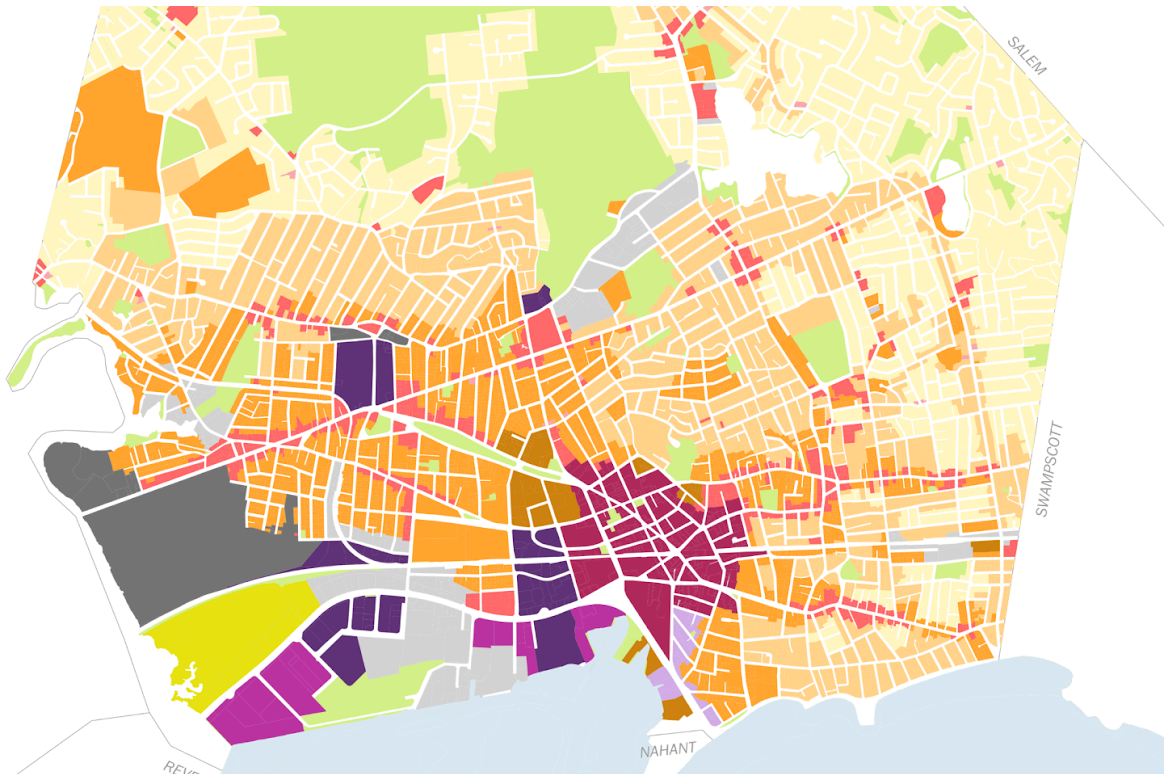


Gil Hilario

Town Planner, Town of North Attleboro, Massachusetts

(508) 699-0116 | ghilario@nattleboro.com

"CommunityScale helped North Attleboro develop an innovative mixed-use overlay district with subdistricts that vary depending on the character, location, and strategic long-term planning for the Town. The mixed-use overlay bylaw is intended to move from a waning commercial market and adapt to future economic trends. They used impressive mapping tools and data to craft a bylaw with new lot dimensions and zoning rules for economic hubs and mixed-use style development. "



Lynn Zoning Comprehensive Rewrite

CommunityScale worked closely with Lynn city staff to comprehensively recodify the City's Zoning Ordinance. This project aims to modernize and streamline Lynn's zoning laws to reflect current and future community needs, while aligning with state laws and supporting diverse housing development. The process involves extensive stakeholder engagement, including interviews with zoning users, public forums, and collaboration with a Zoning Working Group. The team is analyzing variance data to inform potential zoning changes and considering economic development strategies from previous studies. The new zoning was adopted in summer 2025.

Project timeline: 2024-2025

Client: City of Lynn, MA

Aaron Clausen, Principal Planning Director,
City of Lynn, (781) 598-4000, ext. 6853,
aclausen@lynnma.gov

Deliverables: Access the complete zoning text and interactive map here:

<https://lynnincommon.com/zoning>

Project team: CommunityScale, Levine Planning Strategies, BBHS Law

Image: Proposed zoning map

C.2

GROUND FLOORS

Ground floors shall enliven the public realm, create interesting pedestrian journeys, ensure privacy for residential uses, and screen service areas from public streets and parks.

Location of Ground Floor Uses

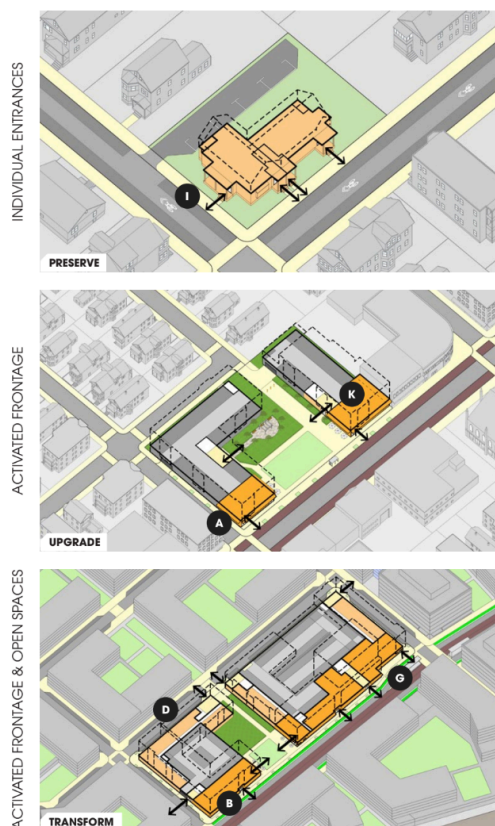
- A. Within 70 feet of the primary frontage lot line, ground floor areas shall be routinely occupiable by people engaged in activities related to the building's uses, such as retail, service businesses, classrooms, building lobbies, residential units, professional offices, manufacturing, and research.
- B. More actively-occupied interior spaces shall correspond to more actively-used public spaces.
- C. Where present within the building, residential uses shall be located adjacent to any existing residential uses on abutting lots.
- D. Residential uses on the ground floor shall be at least 100 feet from roads with speed limits greater than 40 miles per hour.

Setbacks

- E. Residential uses may setback from property lines to provide front yards or forecourts.
- F. Non-residential uses may setback from property lines to create additional public space. Where setbacks are present, they shall include features to enhance their use and enjoyment, such as tables and chairs, seating, street furniture, shade structures, and art work.

Building Entrances

- G. Primary entrances shall be located on public streets.
- H. Entrances shall be located along safe walking routes, in relation to crosswalks, and for facilitation of public transit use.
- I. At least one building entrance shall front on a street where the building abuts a street.
- J. Each separately leased retail space shall have an individual public entrance onto the abutting street.



Everett Zoning Comprehensive Rewrite and Site Plan Review Regulations

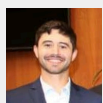
This rewrite modernized the code while meeting the community's vision of a walkable, mixed-use environment. CommunityScale worked with the City to address issues including mobility, outdated code, new land use, revising the zoning map, planning for economic development, and updating stormwater management.

Project timeline: 2023-2025

Client: City of Everett, MA
 Matt Lattanzi, Esq., Director of the Planning and Development Department, (617) 944-0206, Matt.Lattanzi@ci.everett.ma.us

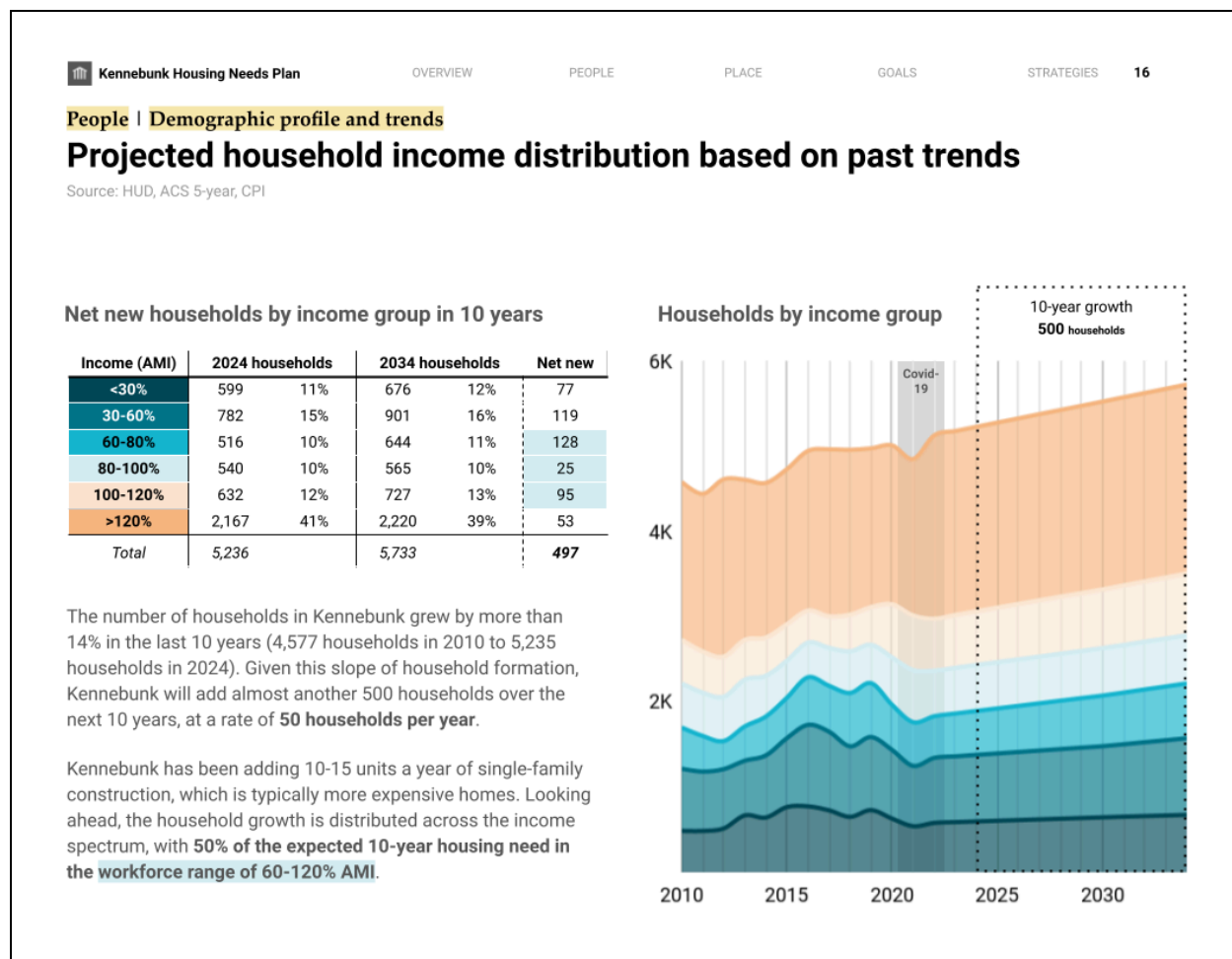
Image: Design regulations

Client testimonial



Matthew S. Lattanzi, Esq.
Director Planning and Development, City of Everett, Massachusetts
 (617) 394-2334 | Matt.Lattanzi@ci.everett.ma.us

"The City of Everett has collaborated with CommunityScale's team members on several pivotal planning projects. From zoning to design to analysis, CommunityScale has consistently brought innovative solutions to the table. Their professionalism, responsiveness, expertise, and visionary approach have been a driving force supporting the City's success."



Kennebunk Housing Needs Plan

CommunityScale and Levine Planning Strategies collaborated with the Town of Kennebunk to address housing production and cost burden in the coming 5 and 10 years. Kennebunk is expected to grow at a rate of about 50 households per year for the next 10 years. These households are distributed across the income, with half of the net new demand in the workforce range of 60-120% AMI. The data deep-dive was paired with a tailored set of strategies with Town actions, funding sources, and development partners to create the recommended mix of future units.

Project timeline: 2024

Client: Town of Kennebunk, ME
Chris Osterrieder, Town Engineer,
(207) 985-2102,
costerrieder@kennebunkmaine.us

Deliverables: [Kennebunk Housing Needs Plan](#)

Project team: CommunityScale, Levine Planning Strategies

03 | SCOPE OF WORK

This scope outlines our approach to updating zoning regulations that preserve village character, encourage appropriate economic development, and support diverse housing opportunities while recognizing environmental priorities and improving the walkable, historic fabric that defines Casco's villages. This scope spans 7 months, beginning December 2025 and ending June 2026.

Task 1 – Project Management and Coordination

December 2025 – June 2026: We will establish clear communication channels and coordination processes to ensure the project stays on track and meets Town objectives. Regular coordination will keep all stakeholders informed and engaged throughout the rezoning process.

1.1 – Project Kickoff

We will conduct a virtual kickoff meeting with Town staff to confirm project scope, goals, timeline, communication protocols, and expectations. This meeting will establish roles, clarify decision-making processes, and identify any early concerns or priorities that should inform the rezoning approach.

1.2 – Ongoing Coordination

We will maintain regular communication with Town staff through monthly check-in meetings to review progress, discuss emerging issues, and coordinate upcoming activities. We will provide written updates to share with the Select Board or Planning Boards at key milestones and remain available for questions or guidance between scheduled meetings.

1.3 – Work Group Meetings

We will attend monthly Work Group meetings to review drafts, discuss policy questions, and refine zoning language. These meetings will provide an opportunity for detailed discussion of technical issues and ensure the work group can provide informed guidance.

Task 1 deliverables:

- Kickoff meeting summary documenting confirmed project understanding
- Progress updates at key project milestones

Task 2 – Community Context Research and Analysis

December 2025 – February 2026: We will conduct a comprehensive review of existing zoning provisions, demographic and economic data, the Comprehensive Plan, and on-the-ground conditions in Casco's villages to identify opportunities and constraints.

2.1 – Document Review

We will review the existing zoning ordinance provisions for Casco's villages, the Comprehensive Plan, and any other background studies or previous planning documents. This review will identify gaps between current zoning and Comprehensive Plan goals for the villages, outdated provisions, and areas where zoning language may be unclear or difficult to enforce.

2.2 – Housing Needs and Economic Analysis

To build on the missing middle housing and mixed-use development envisioned in the Comprehensive Plan, we will conduct a housing needs assessment and review local and regional geographic and economic data, including year-round and seasonal impacts. This analysis will help us understand what kind of future housing and development Casco can expect in the villages based on existing conditions and market demands.

2.3 – Site Assessment

We will conduct a field visit to Casco to observe existing development patterns. This assessment will document the physical qualities that give Casco's villages their distinctive character and inform standards that respect existing context while enabling appropriate infill and development.

2.4 – Stakeholder Interviews

Through structured interviews with members of the Planning Board, Zoning Board of Appeals, and Open Space Commission, as well as town staff, developers, and community advocates, we will document practical challenges with the current regulatory framework and gather insights on priority improvements.

2.5 – Zoning Analysis Report

We will prepare a report summarizing our findings from the document review and site assessment. The report will identify key issues to address in the rezoning, highlight specific provisions that need updating, and recommend an overall approach for creating new zoning districts that align with Comprehensive Plan objectives while respecting village character.

Task 2 deliverables:

- Community Context analysis report with findings, recommendations, and photo documentation of village character

Task 3 – Zoning Ordinance Update

February 2026 – May 2026: We will draft new zoning for Casco's villages that implements Comprehensive Plan priorities for housing, mixed-use development, village character, and walkability, with clear, enforceable language that Town staff and residents can easily

understand and apply. Through this process, we will facilitate meaningful community engagement to ensure the rezoning reflects local values and builds public understanding and support for the proposed changes.

3.1 – Casco Community Meeting

We will facilitate a community meeting in Casco Village to present initial findings from our analysis, share examples of zoning approaches used in comparable villages, and gather input on priorities for the rezoning. This meeting will use visual examples and interactive exercises to help residents understand how different zoning approaches could affect development patterns, building types, and village character, as well as identifying priorities for municipal resources.

3.2 – Working Draft

Based on the Community Context report, Comprehensive Plan priority goals and objectives for Preservation Villages, and community meeting feedback, our team will prepare detailed working drafts of new zoning districts, use regulations, dimensional standards, parking requirements, and administrative procedures. This includes developing a new zoning map that reflects the proposed district structure and incorporates community input on different types of development and multimodal accessibility. Our work will be compliant with Maine state laws, including LD 2003 and LD 1829. We will present working drafts to the Work Group for detailed review, accommodate reading and response periods, and incorporate feedback into successive drafts.

3.3 – Planning Board and Selectboard Presentations

We will present draft zoning amendments to the Planning Board and Selectboard for review and feedback. These presentations will explain the rationale for proposed changes, show how the amendments implement Comprehensive Plan goals, and address questions about impacts on property rights and development patterns.

Task 3 deliverables:

- Preliminary draft zoning ordinance for work group review
- Revised draft incorporating initial feedback
- Public review draft ready for community forum

Task 4 – Final Zoning & Adoption Support

May 2026 – June 2026: We will support the Town through the formal adoption process and prepare final documents ready for codification.

4.1 – Final Ordinance Preparation

We will prepare the adopted zoning ordinance text in a clean, final format suitable for codification. The final document will include clear formatting, complete definitions, and any necessary cross-references to other sections of Town ordinances.

4.2 – Implementation Guidance

We will prepare a brief implementation guide for Town staff and users explaining key changes in the new zoning, common scenarios the new provisions are designed to address, and how to apply the new standards. This guide will help ensure consistent interpretation and application of the new ordinance.

4.3 – Town-Wide Forum

Once the ordinance is complete, we will facilitate a town-wide community forum to present the proposed zoning changes and gather final input before formal adoption proceedings. This forum will give residents across Casco an opportunity to understand how the rezoning fits within broader town planning objectives.

4.4 – Adoption Support

We will prepare presentation materials for public meetings and attend a Select Board meeting to present the proposed ordinance, explain key provisions, and answer questions. We will work with Town staff to address any final concerns and make appropriate adjustments to the ordinance, and help staff prepare for town meeting adoption.

Task 4 deliverables:

- Final zoning ordinance
- Staff implementation guide
- Public meeting presentation materials

Project Close-Out and Final Deliverables

Upon completion of the adoption process, we will provide:

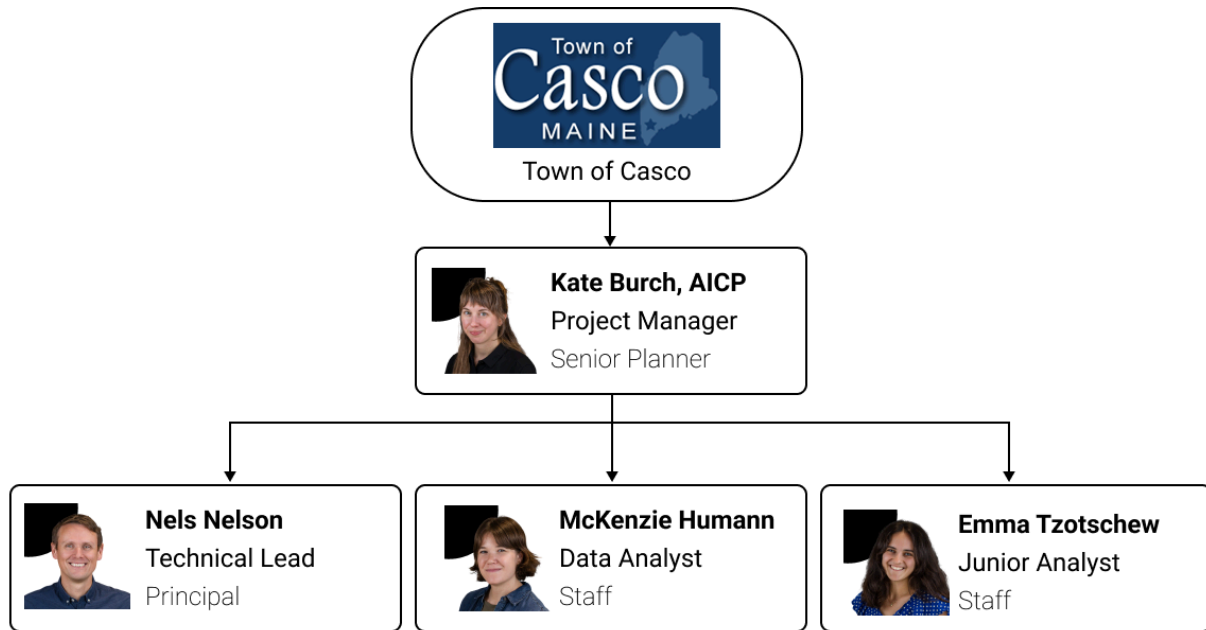
- Final adopted zoning ordinance in Word and PDF formats
- All presentation materials used during the project
- Summary report documenting the rezoning process and community input
- Staff implementation guide
- All GIS files and mapping materials (if applicable)

Expectations of Town Staff

To support efficient project completion, we anticipate Town staff will:

- Provide existing zoning ordinances, GIS files, and relevant planning documents
- Schedule and manage logistics for meetings with work group, Planning Board, and Selectboard
- Handle public notice requirements for community meetings and hearings
- Coordinate legal review of draft ordinance language
- Provide timely feedback on draft materials
- Facilitate communication with Town boards and officials

04 | PROJECT TEAM



Kate Burch, AICP, Project Manager, will be responsible for project management, policy and implementation, and engagement and event coordination. Senior Planner at CommunityScale, Kate is experienced in zoning, land use, comprehensive planning, and policy from work as a consultant and a municipal planner. She is skilled in translating technical assessments into clear, accessible, user-friendly plans and documents.

Nels Nelson, Principal in Charge, Technical Lead, will be responsible for technical oversight across all project tasks. Co-founding Principal at CommunityScale with over 16 years experience, Nels is passionate about planning happier, healthier, and more resilient places. He has been pioneering urban planning and spatial data analysis since 2009. His diverse clients appreciate his swift, accurate, and transparent insights.

McKenzie Humann, Data Analyst, will lead data analysis tasks. With a dual Master's in City Planning and Transportation from MIT and over 8 years of experience in planning policy and housing economics, including data analysis at the Federal Reserve Bank, McKenzie specializes in evidence-based recommendations for urban systems.

Emma Tzotschew, Junior Analyst, will support spatial analyses, demographic research, and community engagement. A Geography graduate from Middlebury College, Emma brings expertise in GIS, demographic analysis, and data editing. Her work includes automating spatial analyses for academic research and coordinating initiatives, alongside a background in storytelling and content creation.



Kate Burch, AICP

Project Role

Project Manager

Years of experience

7

Education

Master of Community Planning,
University of Southern Maine

Graduate Certificate in History of
Architecture, Columbia University

Bachelor of Fine Arts in Studio Art,
New York University

Contact

kate@communityscale.com

[LinkedIn](#)

Location

Cumberland, ME

**Project completed while employed with
another firm*

Select Experience

Zoning Audit and Buildout Analysis, Yarmouth, ME: Zoning audit to assess barriers to housing development and propose new policies and standards to implement Comprehensive Plan goals of more diverse and affordable housing in this coastal, suburban community. A buildout analysis modeled scenarios to assess future infrastructure needs and show realistic future growth examples for community feedback.*

Raymond Tomorrow Comprehensive Plan, Raymond, ME:

Developed a new comprehensive plan for this rural, lakefront community, including housing, land use, and economic analysis. Created a future land use plan to focus housing and economic growth in the town's historic villages and build safe connectivity between them.*

Lisbon Village and Rural Open Space zoning updates,

Lisbon, ME: Authored new zoning to spur housing and economic development in Lisbon's three villages in collaboration with Town Council and Planning Board. Wrote new rural zoning and subdivision ordinances to accommodate housing growth while protecting agriculture and open space.*

Lakes Region Homeless Services Study, Cumberland County, ME:

Completed a housing needs and zoning assessment for 9 rural communities to assess barriers to housing diversity and identify at-risk populations, and prepared a regional siting analysis for potential locations for a homeless services center.*

Yarmouth Comprehensive Plan, Yarmouth, ME:

Authored a new comprehensive plan, including zoning, land use, and policy recommendations, to support the community's goals of growing inclusivity, expanding housing options, a more vibrant local economy, and environmental protection.*

Bath Comprehensive Plan, Bath, ME: Led community events and stakeholder engagement, and developed a robust implementation plan to incorporate community goals into the city's work planning and budgeting processes.*



Nels Nelson

Project Role

Principal in Charge, Technical Lead

Years of experience

16

Education

Executive Education Certificate,
Harvard University Graduate School
of Design

Master of Urban Environmental
Management, Wageningen
University and Research Center

Fulbright Fellow, US State
Department

Bachelor of Arts, Art and Visual
Culture, Bates College

Contact

nels@communityscale.com
[LinkedIn](#)

Location

Somerville, MA

Select Experience

Downtown Housing Market Study, Syracuse, NY: 2025

housing needs assessment and market study for the Downtown Committee. Analyzed market potential (identifying capacity for 176 new units/year), the impacts of Micron and I-81 redevelopment, and local zoning (ReZone). This work informed a 5-10 year strategy to enhance Downtown residential vitality and guide future development.

Housing Market Data Analysis, Upper Arlington, OH:

Nels led a team to understand Upper Arlington's housing market for single-family, small multifamily, and large rental multifamily, including proformas and mapping.

Regional Housing Strategies, Northern Kentucky:

Co-developed the "Home for All" (Jan 2025) initiative with NKADD and Brighton Center, delivering a menu of 50 strategies for an eight-county region. This plan addresses a 6,650-unit housing gap with actionable solutions to improve housing availability and affordability, informed by extensive stakeholder engagement.

Housing Needs Plan, Kennebunk, ME: 2024-2034 housing plan analyzing local demographics, housing stock, and future needs. Established a 10-year production target of 530 homes, with strategies emphasizing affordable, workforce, and senior housing, prioritizing development in village centers and away from climate hazards.

Comprehensive Housing Plan, Honolulu, HI: Needs assessment, spatial analysis, and policy study focused on unlocking attainable housing production in the country's most expensive and constrained housing market.

Housing Production Plan, Lancaster, MA: In-depth housing needs assessment, stakeholder interviews, community engagement, and implementation strategies.



McKenzie Humann

Project Role

Data Analyst

Years of experience

8

Education

Master of City Planning,
Massachusetts Institute of
Technology

Master of Science in Transportation,
Massachusetts Institute of
Technology

Bachelor of Arts in Economics and
International Relations,
Tufts University

Contact

mckenzie@communityscale.com
[LinkedIn](#)

Location

Brooklyn, NY

Select Experience

Comprehensive Housing Study, Muskogee, OK: Housing needs assessment and action plan to help the community reverse years of population decline by tapping regional growth trends that have been passing Muskogee by.

MBTA Communities Multifamily Zoning Recommendations, Manchester-by-the-Sea, MA: McKenzie developed and tested zoning scenarios to support Manchester-by-the-Sea's compliance with 3A requirements. She made maps and presented data analysis to support community understanding and decision-making related to potential zoning changes.

Montgomery County Department of Housing and

Community GIS: McKenzie constructed a ranking of parcels owned by faith-based organizations based on local land use and environmental regulations for potential affordable housing development using ArcGIS Pro 5 and Python.

From Pilots to Stable Services: Documenting the Rise and Diversity of Microtransit in the U.S:

McKenzie constructed the first comprehensive dataset on microtransit programs in the U.S., using QGIS and Python to understand the growth and service patterns of microtransit in urban and rural areas.

City of Boston Transportation Department (BTD) Public

Policy: McKenzie evaluated the current resident parking permit program in the City of Boston based on informational interviews, manual data collection, and data analysis on issued resident parking permits using R, Excel, and QGIS

Federal Reserve Bank of Kansas City Assistant Economist:

McKenzie supported urban economics research and economic forecasting by processing population data, metropolitan area meta-data, housing data, and financial market data using Stata, Matlab, ArcMap, and Python



Emma Tzotschew

Project Role

Junior Analyst

Years of experience

1

Education

Bachelor of Arts, Geography; Minor, English, Middlebury College

Contact

emma@communityscale.com

[LinkedIn](#)

Location

Cambridge, MA

Select Experience

Housing Plan Update, Apex, NC: A detailed study to understand housing needs and opportunities, engage stakeholders and residents, and set policy priorities in this rapidly growing Research Triangle community.

Housing Assessment Study, Johnson County, IA: Focused on the county's unincorporated rural areas and small cities, the study assesses non-metro area housing needs and opportunities and provides policy and investment recommendations for County and local action.

Housing Study, Eastside Indianapolis, IN: A study to examine homeownership dynamics in the Indy East Promise Zone. Developed interactive map product to illustrate housing needs, highlight potential parcels for redevelopment, and measure neighborhood vulnerability to displacement.

Comprehensive Housing Plan, Muskogee, OK: Supported a housing needs assessment for the City of Muskogee. Developed an interactive map to explore neighborhood conditions and parcel value across Muskogee County.

Contemporary Growth in Blaine and Custer Counties, Idaho: Examined contemporary population growth and development with ACS and Census data.

05 | PROJECT SCHEDULE

We propose a 7-month schedule that balances thorough analysis and community engagement with efficient project completion. We will be on-site in Casco for the following tasks:

- Work Group meetings
- Site assessment & stakeholder interviews
- Community Meeting
- Planning Board and Selectboard presentations
- Town-Wide Forum

	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026
Project Management	•	•	•	•	•	•	■
Kickoff meeting	•						
Ongoing Coordination	•	•	•	•	•	•	•
Work Group Meetings (5)	•	•		•	•	•	
Community Context Research & Analysis	•	•	■				
Document review	•	•					
Housing Needs & Economic Analysis	•	•	•				
Site assessment			•				
Stakeholder Interviews		•	•				
Zoning analysis report		•	•				
Zoning Ordinance Update			•	•	•	■	
Casco Community Meeting			•				
Working Draft			•	•	•	•	
Planning Board & Select Board presentations					•		
Final Zoning & Adoption Support						•	■
Final Ordinance Preparation						•	
Implementation Guidance						•	
Town-Wide Forum							•
Adoption Support							•

06 | COST PROPOSAL

We propose a fixed-fee budget of \$58,000, inclusive of travel and expenses, to complete this project as scoped above. We invoice on a percent complete basis, not on hours spent.

Fee	
Project Management	
Kickoff meeting	\$1,500
Ongoing Coordination	\$1,500
Work Group Meetings	\$3,000
Community Context Research & Analysis	
Document review	\$1,500
Housing Needs & Economic Analysis	\$5,000
Site assessment	\$2,500
Stakeholder Interviews	\$5,000
Zoning analysis report	\$3,000
Zoning Ordinance Update	
Casco Community Meeting	\$5,000
Working Draft	\$7,500
Planning Board & Select Board presentations	\$1,500
Final Zoning & Adoption Support	
Final Ordinance Preparation	\$10,000
Implementation Guidance	\$3,000
Town-Wide Forum	\$3,500
Adoption Support	\$2,500
Travel	\$1,500
Public Engagement Materials/Printing	\$500
TOTAL	\$58,000

07 | REFERENCES

City of Lynn, MA

Engagement: [Comprehensive zoning rewrite](#) - Authored a complete rezoning, translating the City's vision into a practical framework, which was adopted unanimously by the Lynn City Council.

Reference: Aaron Clausen, Principal Planning Director, City of Lynn, (781) 598-4000, ext. 6853, aclausen@lynnma.gov

Town of Lisbon, ME

Project: Village zoning rewrite, Rural zoning and Open Space Subdivision ordinances (completed by Kate Burch with previous firm)

Reference: Ross Cunningham, Economic and Community Development Director, Town of Lisbon, (207)353-3000 x122, RCunningham@lisbonme.org

Town of Kennebunk, ME

Engagement: [Housing Needs Plan](#)

Reference: Chris Osterrieder, Town Engineer, (207) 985-2102, costerrieder@kennebunkmaine.us

City of Everett, MA

Engagement: Comprehensive zoning rewrite - Authored a complete rezoning.

Reference: Matt Lattanzi, Esq., Director of the Planning and Development Department, (617) 944-0206, Matt.Lattanzi@ci.everett.ma.us